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Thank you so much, Tod, and congratulations to you for a very successful term as the NGAUS Chairman.

I also want to thank Gus Hargett and the NGAUS staff for extending the invitation for me to speak today.

And good morning to America's National Guard! Men and women from every state and territory in our wonderful country.

It's a great privilege to be in the beautiful capital city of Texas, the Lone Star State. I treasure this opportunity to speak to my number one partner as the Commander of NORAD and USNORTHCOM: namely America's National Guard.

And I appreciate that this city is named not only for the "Father of Texas," but for the man who in 1823 established the first militia formed to protect Texans...which became known as the *Texas Rangers*.

Many thanks to MG Joe Mayorga--a very good friend--and the tremendous Texas National Guard for hosting this spectacular event. Joe, we had a wonderful time last night, and we're having a wonderful time today.

I also want to thank the Guard leadership for allowing me to speak to you today.

I appreciate that the citizen soldiers of America's early militias and today's National Guard have been protecting this homeland since

1636...which means that you've been this business for 139 years longer my U.S. Navy!

I grew up as a Navy brat, so I don't really have a home state, but my wife Mary, who is with me here this weekend, grew up in a little town in Wisconsin...next-door to a National Guard armory, and has a number of good friends who have served in the Guard, including in Kosovo.

And she's not the only person in my family who appreciates what you do, and I note that your event will be held in Mary's home state next year.

One of my most important priorities ever since I was nominated for this position has been to reach out to the Guard, to understand the Guard, to work closely with Guard's leadership...and to seize the opportunities we have before us to join these organizations in a closer relationship in support of the citizens of our great country.

So it's really important to me to have this opportunity to speak to you today. I've been looking forward to it for a long time.

I want to tell you about NORAD and USNORTHCOM and how important the Guard is to my mission, how I view my role in supporting the sovereign states, and about how I view the Guard and where I see this very important relationship going.

I'm very pleased to be in this new job; I've been there all of 3 months now. As rewarding as my last tour in the Pentagon really was--and with apologies to our wonderful D.C., Maryland and Virginia Guardsmen--it's great to be out of the Beltway, and it's refreshing to be back in command.

NORAD and USNORTHCOM is a very exciting place to be....I've found a breathtaking array of challenges and opportunities within our missions of homeland defense, defense support of civil authorities, and security cooperation with our North American partners.

I've found a command growing out of the insecurity of adolescence--with all of the promise and well-intended misapplications of ego that involves--and into the security of adulthood....

It's a unique blend of all the Services, the Guard and Reserve, my Canadian partners who work alongside us in NORAD, and 94 representatives from 68 different federal agencies and other military components resident in or working near our HQ.

I've found a very eager, bright, and responsive staff at NORAD and NORTHCOM--which candidly was the source of considerable relief to me. They're good people who are excited about moving forward.

They've been surprised yet immediately supportive of the new positions I've taken and priorities I've set. I've had to change some mindsets in a couple areas, but they've listened and responded extremely well. I'm very proud of 'em.

One of the real personal bonuses for me of this new job is the combination of living in the West, reading about how this nation of states expanded at a very formative time in the 19th Century, visiting Pikes Peak--where Katherine Lee Bates was inspired to write the words to *America the Beautiful*....

...working with the NGB and your TAGs and renewing my understanding of the important role played by the states, and simply flying back and forth over this beautiful country in the course of doing my job...has reconnected me with what this nation is really is.

The U.S. Constitution which you and I have sworn to [support] and defend--in particular Article 12 of the *Bill of Rights* [which was ratified as the 10th Amendment]--makes clear that this is a nation of states. A United States.

Despite all the troubles we face together as a nation, we truly live in a

wonderful place...a friendly place, a free place, a just place, a land and a concept that is well worth protecting. And candidly, it's a sobering responsibility to be a key player in its last line of defense.

Fortunately, I am blessed by huge number of partners--I would say more than any other combatant commander

But my most important partner in operations to protect this homeland is the National Guard.

I depend on the National Guard each and every day:

You're all over my headquarters...at any given time, approximately 100 Guard members from as many as 20 States work in temporary and permanent positions in NORAD and USNORTHCOM....and I'm very proud and pleased about that...in fact I brag about it....

The Guard enhances my capability, my capacity and my understanding in ways you may not know, and I'm grateful to the National Guard Bureau and the states for being so generous in providing a fantastic group of people to help staff my commands.

We hope to soon be able to announce our next NORTHCOM Deputy Commander, once the nomination gets through a confounding bureaucratic process...I can't wait to get this fantastic National Guard officer into the saddle, once confirmed.

The Guard is also a vital part of my mission space. Let me give you a few examples:

- The Air Guard performs the vast majority of NORAD Air Sovereignty Alert
- Much of the Continental NORAD Region/1st AF/AFNORTH staff comes from the Guard--notably the Florida Guard
- NORAD's Eastern and Western Air Defense Sector staffs are provided by the New York and Washington Air Guards...and Alaskan

Air Defense Sector staff is provided by the Alaska Air Guard

- NORAD's National Capital Region Integrated Air Defense System, with my JADOC is currently manned by Task Force Phoenix from Ohio, soon to be relieved by Task Force Knight from Florida, with the shooters manned by the 2nd of the 263rd out of South Carolina
- USNORTHCOM's Ballistic Missile Defense operators, manned by Colorado and Alaska Guardsmen
- A major part of our collective CBRN response enterprise
- Guard units supporting our JTF North counter-drug missions
- MAFFS C-130s for wildland firefighting are supported and run by the Guard in many cases
- ...and some things I can't even talk about in this open setting...you know who you are
- ...all the way to major support for the National Boy Scout Jamboree recently-completed in Virginia and supported by Guardsmen from 19 states...and commanded by a dual-status federal officer: an historic event which I use as a great example of the states and the Guard reaching out to the federal side

And I really in fact have felt the warmth of the relationship--the fantastic outreach that I've felt from the Guard leadership has meant a great deal to me as I've begun this job.

Quite simply, I wouldn't be able to accomplish my many missions were it not for you...the National Guard--this wonderful, agile, efficient, uniquely American institution.

And that doesn't even scratch the surface of what the Guard has been doing the last few years to support our nation overseas, including over 41,000 men and women deployed overseas right now, and the many of you in this audience who have been deployed as well.

If you have deployed overseas as a Guardsman since 9/11, would please stand up.

Thank you to each and every one of you, and to your families.

I recognize and honor the Guard for having deployed to every foreign war...including key roles in Iraq, Afghanistan, Bosnia, Kosovo, the Sinai Desert and the Horn of Africa.

And in my last job I learned how your stewardship of the State Partnership Program, which many Americans don't know about, is making a tremendous difference in 62 nations across the planet.

In Iraq and Afghanistan alone, over 460 Guard members have given their last full measure of devotion, and over 4,800 Guard members have been wounded in action.

In Iraq and Afghanistan, at least 20 Guard members have earned the *Silver Star*, and Staff Sgt. Tim Nein of Kentucky earned the *Distinguished Service Cross* for heroic leadership in combat in Iraq.

In the homeland, all of America recognizes that you respond every single day across this nation in your state and under EMAC in neighboring or even distant states. You do know how to support each other.

Indeed, right now, you also have over 6,000 Army and Air National Guard members conducting domestic ops in State Active Duty or Title 32--doing disaster response, counter-drug ops, Southwest Border ops, and many others.

As I work within Mexico to help our partners in their struggle against the transnational criminal organizations that threaten their prosperity, I want to convey my deep respect and gratitude for the National Guardsmen supporting the law enforcement agencies working to make our border safe and secure.

Based on what I've seen thus far, you've created a big believer in me.

You've proven what a tremendously versatile force you really are.

It seems that the more I see, the more I like.

And I'm determined to guide the positive trajectory of our relationship forward.

For example, from the moment I discovered about a year ago that I'd be nominated for this job, I've been determined to get our partnership right. In fact, my first phone call was to my very good friend, General Craig McKinley.

I consult with Craig on every Guard or other general officer move I make, and on a whole lot of other topics...and I'm happy to count him as a friend and a colleague.

Since then, I've had the privilege of meeting a lot more Guardsmen and women, including most of the TAGs and a lot of terrific men and women in the ranks...all across this country.

And I've been impressed by every single one of you whom I've met.

I've told General McKinley and the TAGs that you can count on me being a good partner...one who will try to meet you more than halfway (if you don't beat me to it)...who will team with you to solve problems...who does not want the credit when things are going well...and who will shoulder responsibility when things are not.

One of the most important areas in which we partner is when you have a natural or manmade disaster and your governor requests support from the President...and he turns to Title 10 forces.

We haven't always gotten this right, but we're definitely gathering momentum in the right direction.

FEMA Administrator Craig Fugate, from Florida, and I both agree that our role is to support the states...and we will do everything in our power to do whatever you need...if you need it...as fast as we can get it to you.

My perception is that the Guard is the key connective tissue in this kind of effort...the tie between the first-responders and the state system you know so well, and the federal team that stands by to help you in time of need if you ask for it.

Here are a few important points in this regard that I want you to hear very clearly from me:

First, no commander working for me will ever come into your state to operate independently of what you and your governor believe needs to be done.

And I've told your TAGs, if one tries to, then we'll have a very short and exciting conversation.

Second, when a disaster strikes your state, I don't want to be one second too early...nor do I want to be one second too late, if you need our support.

We're simply not as good at this as I believe we need to be. I want to be limited only by physics, not by bureaucracy...and we're working on improvements to the latter. We've got a lot of work to do.

But I will always lean forward--the *National Response Framework* allows me and demands that I do so--so I may be anxious to move forces...but I will never do this without consulting the NGB or your TAG...and I will not do so in order to pressure anyone in your state in any way to ask for a federal response....

Third, I do not covet the leadership role in your state. If it's something big and if that's what the governor and President agree to, well then that's fine.

But you know your home state far, far better than I do...so why would I try to tell you how to make things right in your own home? I just want to support you.

Fourth, I will be very careful with the language we use. This is so important, with many opportunities out there to mean the right thing but say it the wrong way.

I've invited the TAGs to please let me know when I or somebody in my command get this wrong.

You'll rarely if ever hear me refer to a Title 10 JTF. I'll always try to steer towards calling it a Joint Support Force...a JSF. I just think the optics are a lot better if that's what we call it.

And you'll never hear me use the term *Training and Readiness Oversight*, other than to disparage the term. We're way past that kind of thinking, in my view.

I do, though, believe that USNORTHCOM has an important role in working together with NGB and your TAGs to ensure that we're synchronized--particularly for high-end missions like CBRN--in which the Guard is taking an ever-increasing role--but that does not mean oversight.

And fifth, we're aggressively exploring new ways to close a historical gap in understanding of command and control of federal forces operating in support of a state.

I've been working closely on this with Secretary Gates and his staff, with the Chairman of the Joint Chiefs, with General McKinley, and your Adjutants General.

I will not get ahead of Secretary Gates and the governors in public on this subject, but rest assured that we're making great progress on things like

dual-status commanders in response to a natural or manmade disaster-- which has the potential of transforming the way we do business together.

I'm having a lot of fun with this project. It's a labor of love. And if it goes the way General McKinley, your TAGs, and I want it to go, I think you'll like the results.

Now, candidly, I wouldn't blame you a bit for keeping your powder dry on all of this....remember, we're in Texas, where actions speak louder than words....But I want you to know that I'm fully committed to getting this important part of our relationship right.

If we do so, we'll be a long way towards the symbiotic relationship, based on complete trust, that this nation deserves and demands from us.

At the end of the day, after all is said and done and the equipment is put away and everybody's redeployed, my number one metric is whether you and your governor are glad you asked for our support...that we did what you needed when you needed it and how you needed it...and that we didn't seek the credit.

Now, I want to touch briefly on an area in which the Guard is making some great progress, and that's CBRN consequence management. We've all been very forward-leaning on this, and it's only getting better.

Where's the Louisiana delegation?

I've thanked Louisiana TAG Benny Landreneau for giving us Major General Bo Basilica to command Contingency Command Post 1 for CBRN Consequence Management Response Force 10.2 during the VIBRANT RESPONSE exercise we held in July...at Marty Umbarger's wonderful facility in Indiana...and a whole host of you for the contributions you made to sourcing the 218th Maneuver Enhancement Brigade from South Carolina that commands CCMRF 10.2.

By the way, for those of you who haven't had the pleasure of doing unit training at Marty's place in Indiana...it's fantastic. There are some other places around the country that we want to explore as well.

CBRN response is a vital mission for us....It's one we all take seriously.

As I look at the intelligence, it's not just a dream that the bad guys want to hit us with CBRN weapons.

As you know, there's a lot of change coming down the road in the CBRN world...for Guard members and for your federal teammates.

I want you to know that I'm a supporter of the new Homeland Response Force concept....It will provide faster response, more life-saving, and offer more responsibility to the states.

I congratulate the states who were selected as the first HRF states, as well as the new CERFP states.

We do have a lot of work ahead to get this done, especially during the transition from current to future configuration.

Building HRFs and back-filling with CERFPs on a compressed schedule will be a big challenge. The whole team will learn from the first two transitions in Washington and Ohio next year, but we can't underestimate what it will take to get this done.

However, just because it's hard doesn't mean we won't get it done. Together we will get it done...and I think we'll do a fantastic job.

I'm going after the modest amount of resources we need that were not anticipated for the HRFs, including training resources and some of the equipment that you will need, because I understand that "a vision without resources is just a dream."

I also want to make sure that our procedures and terminology are standardized, and that we clearly understand how we're going to fold in together.

In almost any nuclear event, we're all going to be there at some point or another, phasing in and out as radiation exposure limits and arrival times dictate.

ARNORTH is already working with our NGB partners to ensure that we're all singing the same music when we show up. And I think this is going to be a very good-news story.

Switching gears, another one of my enduring missions that is principally--though not only--conducted by the Air National Guard is defending our airspace.

As a fighter pilot, I know that you Air Guardsmen and I share a very intense interest in the subject of NORAD's Aerospace Warning and Control missions....

...and I'm delighted that the Air Guard performs most of our Air Sovereignty Alert missions.

It's a solid fit for a lot of reasons...among which are:

- the high experience levels of your pilots and ground crews
- your solid understanding of the airspace and the airspace control system in which we fly, especially since so many of your pilots are airline pilots
- the continuity of this very unique and complex mission within one unit over an extended period of time really benefits us
- and finally, the special relationship between NORAD and the Air Guard that has endured for so long really makes this a perfect mission for the Air Guard.

I saw all of this during a recent assessment of the Integrated Air Defense System that protects our National Capital Region, in which the D.C. Air Guard's 113th Wing, led by Brig Gen Jeff Johnson, performed very well, along with the Joint Air Defense Operations Center and Army Guard [air] defense partners from states like South Carolina.

Now, the world is changing all the time, and the threat continues to adapt. We know that the threat will try to adapt to the things we've put in place since 9/11 to prevent a hijacking.

So I have an analytical process I need to conduct to inform my boss of our ASA requirements for the future. I want to go through this process transparently and hand-in-hand with the leaders of the Air Guard.

I know that the future of NORAD recapitalization is as important to many of you as it is to me...because we're in this together.

So here are some of the factors shaping my thoughts:

1st, There will be extreme fiscal pressure coming down the line in the next few years. We have to be realistic about this. My personal view is that whatever else this nation does, it can afford to defend the homeland, so we should be OK.

2nd, we may have a looming TACAIR bathtub due to your aging F-16s and a delayed F-35. As Commander of NORAD, I don't pick the airframes that the Services and our Canadian allies will provide to satisfy our ASA requirements...but I assure you that I'll be quite clear on what those requirements are for me.

By the way, congratulations to Major General Mike Dubie and Vermont for being chosen as the first state to get the F-35 into the Air Guard!

3rd, I realize that I am only a slice of the Air Guard's mission. The Air Force still has a need for Guard rotations overseas...over which I have

little or no visibility, but that will be a major additional driver of Air Guard requirements. We'll make sure we remember that.

4th, I am focusing our analytical effort on exactly what our ASA force is supposed to protect...and under what conditions... because frankly I think this key aspect needs more work.

5th, we need to take a close look at how the threat is adjusting to the actions we've taken since 9/11....We can't fight only the last terrorist act. We'll have to stay ahead of these guys, and this will likely have some interesting impacts on our analysis.

For example, because they might find it harder to hijack an aircraft here in the U.S., they may focus their efforts on doing so overseas, or they may turn to civil aviation and a low-slow flyer.

We'll work over the coming year to grind out some analysis on what this means for our mission.

We'll base it on facts and solid analysis focused on how best to defend these United States and North America efficiently and effectively...and we'll do it arm-in-arm with the Air Guard because, while the mission might evolve, it's nonetheless an enduring mission that I want to see flown by the Air Guard.

Shifting gears one more time, let's touch a minute on professional development.

To put it bluntly, because you are so important to the mission of my two commands, I believe I have a positive stake in the development of your talented and dedicated men and women.

Indeed, you've heard Secretary Gates say publicly that he wants to position a National Guardsman to be the Commander of NORAD and USNORTHCOM...and I want you to know that I support this idea...and

that's all the more reason I have a stake in your professional development.

So I have my J1, J3, J7 and other senior staff focused on how we can support the NGB and--by extension--you in the realm of professional development.

I hope your prospective joint task force commanders have found our course for them helpful.

We've now trained over 400 of these officers...including military professionals from all the 50 states, the territories and Washington, D.C.

This is in addition to our courses for JTF staffs, plus our DSCA Course.

If there are other ways that we can assist in the professional development of your people, I'd like to hear from you.

Most of our National Guard positions in HQ NORAD and USNORTHCOM are now being filled regularly.

I think for the core National Guard billets, we're 43 for 43 now. And we have a host of Guard members working in temporary billets in our headquarters every day.

We need experts who understand Guard policies and programs, so that our collaboration with you can be better-informed and more effective.

I'd be happy to have more in order to give your officers that experience... and so that our career Title 10 folks can learn more from National Guard members.

We already have National Guard men and women in a number of key senior staff positions, and they're very valuable as I learn the breadth and depth of these two commands....We average 5 very talented National

Guard general officers in our HQ...including currently:

- My NORTHCOM/J3: MG Frank Grass of Missouri
- Our Acting J4: BG Al Harrell of Alabama
- Our new Deputy J5: BG(S) Dan Hokanson of Oregon (*replacing BG Bob Felderman of Iowa--to whom I will be eternally grateful for having done a wonderful job as Deputy J5*)
- My new Special Assistant on National Guard Matters: Maj Gen Moose Moisio of Arizona, whom I'm absolutely delighted to have here (*replacing MG Steve Villacorta of Florida*)
- And my NORAD Mobilization Assistant: Brig Gen Scott Schofield of Colorado

Our JTF Civil Support team is commanded by Brig Gen "Tracer" Treacy, a federalized Air National Guardsman from Hawaii....And there is life after NORTHCOM: I'm proud that Tracer's predecessor, MG Chip Long, is the newly-appointed Virginia TAG.

And it goes on and on. My Continental NORAD Region is commanded by Oregon Air Guardsman Maj Gen Garry Dean.

And my Command Senior Enlisted Leader, Chief Usry, is a federalized Air National Guardsman from Oklahoma--the first-ever to serve in this position for a unified combatant commander.

I also want to thank General Craig McKinley and the TAGs who have sent us Army and Air Guard 1-stars to fill senior staff vacancies in our headquarters for short periods of 3 to 7 weeks.

If I sent an active-duty general officer to CAPSTONE, I almost always have a Guard general officer in their place, and that's a wonderful opportunity for me to close a gap and to learn more from the Guard. And it's a terrific opportunity for you to learn how [NORAD and] NORTHCOM work.

To date in the past 18 months, we've had 8 different Guard brigadiers in such positions.

And I know, from talking to various Guard general officers, that these assignments have also been helpful to the brigadiers you've sent to us.

Now, if your state would like to bring a contingent for a Friday-to-Sunday professional development trip to HQ NORAD and USNORTHCOM--like a weekend drill + an extra day--we'd be delighted to host briefings, appropriate training or tabletop exercise offerings, plus a social for your folks. We're very much interested in this idea.

You are our "shipmates" in our core missions...and we want you to feel at home in our home in Colorado Springs.

Next, I'm sure that all of you have Family Support programs. A tremendously successful event in New Orleans a couple of weeks ago was focused on this. Such programs are so very vital to us as our nation prosecutes two wars simultaneously with global deployments elsewhere.

Frankly, we can't thank our families enough.

And I want to thank the many people in this room who, in their civilian jobs, are supportive employers of Guardsmen and women, Reservists, and family members of those wearing the cloth of our nation.

Guard members, their civilian employers, and their families must all balance the demands of civilian and military duties...and it's not easy when deployment puts your civilian career on hold.

I respect and appreciate the burdens that our volunteer Guard members, employers and families carry as we protect our own states and our nation together.

My wife Mary and I have some experience with Family Support for our men and women deployed and in combat, and we would be happy to be useful to you, if you would like.

As you know, we Navy folks have a little bit of experience in the business of being deployed far from home. You pick the means, and Mary and I will try to be helpful.

So thanks again for your invitation to speak today.

Know that I am a strong believer in--and supporter of--our National Guard...who you are, what you do, and how--and how well--you do it.

We need to continue to build on our close partnership, and I look forward to teaming more with you.

I think we're in a process that mirrors the progression that our joint force went through over the three-plus decades of my own service...advancing from communication...to deconfliction...to coordination...to cooperation...to collaboration...to integration...and now to interdependence.

We're going through some positive change out in Colorado Springs.

I know you recognize that ideas, vision and subsequent messages don't immediately penetrate into every corner of an organization.

So please indulge us when we mean well, but don't appear to understand the sensitivity in your eyes of how we try to do well.

Indulge us also when we try to say the right thing but say it the wrong way--as I may have already done right here on this stage.

But know that our hearts are in the right place and that I'm ready to support you and your governor when and as you request that support.

The theme of this gathering is “The National Guard: America’s Solution.” In my frame of reference, I could say this theme means to me, “The National Guard: NORAD and NORTHCOM’s indispensable partner.”

Thank you for your partnership and all that the National Guard does for us out in Colorado Springs and beyond.

And to anyone who doesn’t want this to work, or doesn’t believe we’re making progress--I’m here to tell you--the train has left the station.

Thank you for the tremendous sacrifices you’ve made in our fights against extremism overseas...including in many cases the last full measure of devotion...taking the fight forward so that we can keep terrorists away from our families here at home.

Thank you for the way you’ve collectively reconnected me to the real strength of this great nation--a nation of states.

And thank you all for what you and your fellow Guardsmen do for your states and for our country...every single day. You should be very proud.

God bless America’s National Guard. God bless America.

And thank you very much.